CONSULTATION: AN INTERNATIONAL JOURNAL

Volume 9
Number 1
Spring 1990

Editor's Comments

Craig C. Lundberg 3

Articles

Holistic Improvement at Eastman Kodak: Implementing a Completely Integrated Program 5

Ralph H. Kilmann

Consultant as Messiah: Applying Expectation Effects in Managerial Consultation 37

Dov Eden

Management Consulting in the Netherlands: Issues and Prospects 51

Celeste P.M. Wilderom

Critical Issues for the Effective Performance of Overseas Short-Term Consultants 63

Moses N. Kiggundu

Diagnosing the Needs of Small Business Clients: A Methodology for Consultants 77

Terry R. Armstrong
Walter J. Wheatley

Parable: The Consultant as Detective 93

William B. Wolf

CONSULTATION: AN INTERNATIONAL JOURNAL

Volume 9
Number 2
Summer 1990

Editor's Comments

Craig Lundberg 97

Articles

Situational Features and QWL Outcomes: Testing Twelve Guides for Praxis 99

Robert T. Golembiewski
Ben-Chu Sun

The Psychodynamics of the Client-Consultant Nexus in Organizational Process Consulting 129

Gary Gemmill
Cal Wynkoop

Radical Dissent and Learning in Human Systems 141

Michael Elmes

Critique

Radical Dissent as Agent of Change 153

Patrick E. Connor

Personal Perspectives on "Radical Dissent and Learning in Human Systems" 159

Robert T. Golembiewski

OD in a Fire Department: Lessons in Using Parallel Structures and Institutionalization 167

Thomas Packard
Robert Reid

Parable: The Consultant as Learner 185

William B. Wolf

CONSULTATION: AN INTERNATIONAL JOURNAL

Volume 9
Number 3
Fall 1990

Editor's Comments

Craig C. Lundberg 191

Articles

From Inquiry to Impact to Impotence: The Path of Consultancy ... 193

Mick McGill
John W. Slocum, Jr.

Process Consulting in a Content Field: Socrates in Strategy 199

Jeremiah J. O'Connell

Action Research in an Underbounded Setting 209

Laura L. Goode
Jean M. Bartunek

Assessing the Impact of New Communication Technologies on Organizational Dynamics 229

William S. Stone, Jr.
Myria Watkins Allen

Purists vs. Pragmatists: On Protagoras, Economists and Management Consultants 241

Barbara Czarniawska-Joerges
Claes Gustafsson
Dag Björkegren

CONSULTATION: AN INTERNATIONAL JOURNAL

Volume 9
Number 4
Winter 1990

Editor's Comments

Craig C. Lundberg 259

Articles

Models of Consultation: What Do Organizations of the 1990s Need? 261

Edgar H. Schein

Group Mirroring as a Means for Exploring the Group Shadow: A Perspective for Organizational Consultation 277

Gary Gemmill
Melinda Costello

Reflections on Managing and Contributing in Organizational Development 293

Thomas A. Wickes

Revitalizing the Franchise Operation: A Longitudinal Intervention 305

Anthony F. Buono
Jeffrey C. Shuman

Questioning and Stating the Obvious 321

Smart Clients, Foolish Questions: On Dumb Questions and the Clients Who Love Them 323

Gerald E. Ledford Jr.

Addressing the Obvious: Its Role in Effective Consultation 329

R. Wayne Boss

What's Going On Here? 333

Marilyn E. Harris

The Best Service I Can Offer as a Consultant, Is-Are 335

Sam Shirley

Parable: The Use and Abuse of Non-Directive Interviewing 337

William B. Wolf